THE TRUTH ABOUT BURNOUT

DR. CHRISTINA MASLACH

University of California,

Berkeley

10/14/98

BURNOUT DIMENSIONS

- Exhaustion
- Cynicism
- Inefficacy

EXHAUSTION

A feeling of being overextended, both emotionally and physically

CYNICISM

A cold, distant attitude towards work and the people on the job

INEFFICACY

A growing sense of inadequacy

BURNOUT - ENGAGEMENT

- **Exhaustion . . . Energy**
- **Cynicism . . . . Involvement**
- **Inefficacy . . . . Efficacy**

JOB-PERSON MISMATCHES

- Work Overload
- Lack of Control
- Insufficient Rewards
- Breakdown of Community
- Absence of Fairness
- Value Conflicts

JOB - PERSON FIT

- Sustainable Workload
- Choice and Control
- Recognition and Reward
- A Sense of Community
- Fairness, Respect and Justice
- Meaningful Work

SIX AREAS OF MISMATCH

- CONTROL
- WORKLOAD
- REWARD

- COMMUNITY
- FAIRNESS
- VALUES

INDIVIDUAL APPROACH

- It Starts With A Person
- It Becomes A Group Project
- It Connects With The Organization
- The Outcome Affects Related Mismatches
- The Outcome Is A Process

ORGANIZATIONAL APPROACH

- **It Starts With Management**
- **It Becomes An Organizational Project**
- **It Connects to People**
- **The Outcome Affects Related Mismatches**
- **The Outcome Is A Process**

OUTCOMES OF BURNOUT

- **Poor Quality of Care or Service**
- **Turnover**
- **Absenteeism**
- **Low Morale and Satisfaction**
- **Physical Illness**
- **Personal Dysfunction**
- **Low Self-Esteem, Depression**

SOURCES OF BURNOUT

DEMANDS:
- Work Overload
- Personal Conflict

LACK OF RESOURCES:
- Low Social Support
- Low Autonomy
- Low Decision Involvement

VALUES CLARIFICATION

- **Inclusive process at all levels**
  - ➤ define operative values
  - ➤ assess and articulate values
- **What is important?**
  - ➤ to entire organization
  - ➤ to work groups or units
  - ➤ to individual employees
- **Links between values and actions**

LINKING VALUES TO ACTIONS

- **How do values shape strategies for pursuing the organizational mission?**
- **How are value conflicts resolved?**
- **How do values vary at different organizational levels?**

GOALS OF VALUES CLARIFICATION

- **Unifying the organization around central values**
- **Effectively addressing the range of work group cultures within the organization**
- **Implementing specific values**
- **Enabling values as guides for means, as well as ends**
- **Resolving ongoing value conflicts**

FOCUS ON VALUE CONFLICT

- **Work out priorities when values conflict**
- **Practice what is preached**
  - integrity
- **Build in core stability and unity**
- **Improve communication**
  - clarity
  - trust and respect